



DEPARTMENT OF THE ARMY
HEADQUARTERS, III CORPS AND FORT HOOD
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FORT HOOD, TEXAS 76544-5000

REPLY TO
ATTENTION OF

AFZF-SAFE

SAFETY-01

17 JUL 2006

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: III Corps Command Risk Management and Accident Prevention Program

1. **APPLICABILITY.** This policy applies to personnel assigned to or under the operational control of III Corps.

2. **POLICY.**

a. **General.**

(1) Successful Risk Management and Accident Prevention Programs require strong leadership. Our responsibility as leaders, down to our first-line leaders, is to safeguard the personnel and equipment entrusted to our stewardship. We can not be risk adverse or view preventable accidents as a cost of doing business.

(a) Recent statistics reflect that the Army's accident rates have increased sharply over the last five years. Analysis of these accidents at the Department of Army (DA) level shows that disturbing trends are emerging, indicating certain critical standards are not understood or enforced.

(b) To combat this adverse trend, leaders at every level must institutionalize Composite Risk Management principles and ensure that they become an integral part of all operations and training. Applied leadership, along with enforced discipline and standards, will ensure the preservation of our valuable resources and instill accountability, both vital to our support or joint operations in the Global War on Terrorism and beyond.

(2) To foster a robust command involvement in our ground and aviation accident prevention I will chair Command Safety Councils. Attendees will be the Deputy Commanding Generals, Chief of Staff, Command Sergeant Major (CSM), III Corps subordinate commanders/CSMs, and Garrison Commander/CSM. Additionally, brigade and battalion commanders/CSMs having aviation assets are invited. Other attendees are the III Corps G3, G4, Surgeon, Inspector General, the Garrison Director of Plans, Training, and Security, Director of Aviation Operations, and Provost Marshal. Commands not located on Fort Hood will participate via video teleconference (VTC). The III Corps Safety Office is the proponent for the Command Safety Councils.

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b. Concept/Programs. Commanders at all levels will establish their own clearly defined Command Risk Management and Accident Prevention Program in writing that outlines comprehensive ground and aviation (as applicable) accident prevention initiatives designed to minimize accidents, enhance readiness, and improve the well-being of our Soldiers and civilians. Enclosure 1 outlines requirements to help leaders ensure a successful command safety program. Specific aviation accident prevention guidance is addressed in enclosure 2.

3. Composite Risk Management and safety are force multipliers and apply to all areas of our business. Successful risk management and accident prevention programs demand vigilant leadership and Soldier discipline. Preventing the loss of a single III Corps team member is one of our top priorities. Mission success is measured with zero accidental fatalities.

4. EXPIRATION. This Command Policy Memorandum will remain in effect until superseded or rescinded. This Command Policy Memorandum supersedes Phantom Six Command Policy, G1-SAFE-01, 21 Jun 05, subject: III Corps Command Risk Management and Accident Prevention Program.

2 Encls
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A handwritten signature in black ink, appearing to read 'Ray Odierno', with a stylized flourish at the end.

RAYMOND T. ODIERNO
Lieutenant General, USA
Commanding

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IAW FH Form 1853: A

Effective Accident Prevention Program Elements

1. Effective programs are those that attack the leading accident causing factors and indicators. Goals must establish specific and measurable objectives within new and existing programs, implement timelines for completion, and increase accountability. These programs must be consistent with the Army "Be Safe! Campaign" that can be found at the US Army Combat Readiness Center's (CRC) web site <https://crc.army.mil/home/>.
2. Commanders and leaders must make their Soldiers aware of the existence of the Army's Plan and convey to all Soldiers the plan's main tenets which are: leaders take aggressive actions, target specific areas of risk, hold leaders and Soldiers accountable, and establish a clear and consistent message throughout our formations. Caring leaders can make this happen. First-line leaders especially must be held accountable for ensuring that a safe environment for their Soldiers exists by continuously evaluating whether standards and expectations are known, understood, and enforced. Address your Risk Management and Accident Prevention Policy in the quarterly/semiannual training briefs and include safety goals in the commander's quarterly training guidance.
3. Bridging the Experience Gap. First-line leaders work closely on a daily basis with an at-risk population group of Soldiers that consistently make up the largest percentage of all accidental fatalities within the Army. Leaders will use FORSCOM's Soldier Risk Index (SRI) to identify their Soldiers' personal hazards and implement controls to mitigate risks. The SRI program and instruction can be found on the FORSCOM Safety website, <https://freddie.forscom.army.mil/safety>. Junior leaders have the unique opportunity to positively affect Soldiers' behavior because of the daily contact that leaders have with their Soldiers. However, our first-line leaders are also the least experienced and trained leaders. This is due to their relatively short time on task as leaders and corresponding lower experience level. For that reason, commanders and senior leaders owe it to their first-line leaders to provide them the right tools to effectively bridge the experience gap. Some tools available are found at the CRC web site <https://crc.army.mil/home/>. There, leaders can research databases for accident lessons learned from on- and off-duty ground and aviation mishaps. Additionally, the CRC website contains a myriad of other risk management and accident prevention resources such as the Privately Owned Vehicle (POV) Tool Box, the Commander's Safety Course, safety briefings, shared best practices, and links to audiovisual items. Periodicals such the Army's *Countermeasure*, *IMPAX*, and *Flightfax* also provide accident lessons learned and countermeasures for your leaders.
4. Composite Risk Management and Risk Acceptance. To better protect our Soldiers and operations from both tactical and accidental losses, the Army developed the Composite Risk Management (CRM) process. It builds upon the standard risk management process by including combat and other threats with accidental hazards into one package. This enhances combat power by enabling leaders and individuals to identify risks in all endeavors that could cause injury, death, or other loss. Additional information regarding the CRM process is found at <https://crc/army.mil/home/>.

a. Major Subordinate Commanders will issue written guidance on the levels of risk that subordinates are authorized to accept: low, moderate, high, or extremely high (see AR 385-10 for risk definitions). Extremely High-Risk mission acceptance levels will not be designated below the first General Officer in the chain of command.

b. All leaders and Soldiers must be trained and be proficient with the Army's doctrinal five-step Safety Risk Management process outlined in FM 100-14, Risk Management, and ensure that Risk Management and Accident Prevention Programs are keyed to effectively support the Army's Safety Campaign Plan that can be found at <https://crc.army.mil/home/>. Conduct composite risk assessments routinely for all air and ground training events and operations, to include long weekends and holidays, and even for social events such as unit organization days.

c. Prior to Soldiers going on leave, pass, temporary duty (TDY), or permanent change of station (PCS) in a POV, leaders must ensure that Soldiers complete the automated risk assessment found at the CRC website under "Tools" which links you to the Army Safety Management Information System 2 (ASMIS-2) Risk Assessment Tool. Following the automated risk assessment, Soldiers must forward the results of the assessment to their leaders to facilitate dialogue between the Soldiers and their first-line leader.

5. Training.

a. Train personnel to standard and take immediate, decisive action when standards are violated. High OPTEMPO and PERSTEMPO are challenges we face and must not be excuses for shortcuts that sidestep standards or valuable risk controls.

b. As directed by the Chief of Staff of the Army (CSA), prior to assuming command brigade, battalion, and company commanders must complete the Army's Commander's Safety Course (CSC). Brigade and battalion designees will automatically be enrolled in the course through the Army Training Requirements and Resources System (ATRRS). Brigade commanders will certify that their company level designees have successfully completed CSC prior to command assignment. Additionally, the Army Safety Campaign Plan directs that additional duty safety officers/NCOs must complete the course within 30 days of receipt of receipt of their appointment orders. Company commanders and additional duty safety officers/NCOs can register for the CSC at <https://safetylms.army.mil>. On the first day of each quarter, Major Subordinate Commanders will report the status of subordinate commanders completing the CSC. The report will include how many commanders at each level and how many have completed the training. This report will be emailed to III Corps Safety at SAFETY.IIICORPS@HOOD.ARMY.MIL.

c. Additional duty safety personnel must complete a training course within 45 days of assignment that prepares them for their duties of assisting the commander with managing the unit's safety programs. Such training courses must also include installation specific safety requirements and local hazards.

6. Continuous Assessment. In order to operate in a safe environment, leaders must perform continual assessments of current and future operations and validate/adjust

supporting plans as necessary. They must also effectively coach principles of composite risk management and ensure that standards are known and enforced in order for Soldiers to be able to conduct continuous assessments. Raising Soldier's awareness of personal risk and encouraging aggressive action to identify and eliminate unsafe conditions is imperative and positively enhances safety. Encourage Soldiers to take responsibility for their actions to care for their own and other's well being. Leader encouragement will enhance a Soldier's self worth. A successful Risk Management and Accident Prevention Program must embrace these principles throughout the chain of command and particularly at the first-line leader level.

7. Privately Owned Vehicle Accident Prevention. The cornerstones of POV accident prevention are the Army's Six-Point POV Safety Program and the CRC's POV Toolbox (<https://crc.army.mil/home/>).

a. Privately Owned Vehicle accident prevention programs must contain provisions designed to inform Soldiers and effectively train them on the prevention of the common contributing factors of POV accident and injuries. These factors are excessive speed, fatigue, alcohol, aggressive driving, and failure to use seat belts or motorcycle personal protective equipment. Leaders must especially engage POV accident prevention techniques immediately after returning from lengthy deployments in order to get Soldiers back in the right mind-set to safely operate POVs.

b. The Department of the Army developed a new Army Traffic Safety Training program to provide continuity of Army Driving/Motorcycle Training Programs throughout the Army and meet the requirements set forth in DODI 6055.4 and AR 385-55. The Accident Avoidance Course is required for all Army Motor Vehicle operators (military and civilian). This web-based course must be repeated every four years and is available at <https://safetylms.army.mil>. The Local Hazards and Intermediate Driver's Training is required for all military personnel under 26 years of age who possess a driver's license. The three-hour class reinforces a positive attitude toward driving and is available through installation safety offices (Note: Installation Management Agency (IMA) is currently implementing these programs).

8. Motorcycle Accident Prevention. Commanders and leaders must thoroughly understand and continue to enforce the long standing DODI 6055.4, DOD Traffic Safety Program and AR 385-55, Army Prevention of Motor Vehicle Accidents, motorcycle requirements. These requirements apply to all Soldiers who own/operate a motorcycle and all civilians who operate a motorcycle on a military installation.

a. The Army motorcycle safety training has been standardized under an IMA contract; the contract should be fully implemented by October 2007. The new training program consists of Basic and Experience Rider course. The Basic Rider Course is intended for beginner/novice motorcycle rider. The Experienced Rider Course is for the more experienced rider. Installation Safety Offices have oversight of these contracted courses.

b. Required Personal Protective Equipment and Clothing (PPEC) to be worn by Soldiers on- and off-post: Department of Transportation (DOT) certified helmet, impact or shatter resistant goggles or full shield attached to the helmet, sturdy over-the-ankle

footwear, long sleeved shirt or jacket, long trousers, full-fingered gloves or mittens designed for motorcycle use, brightly colored (white, yellow, orange, etc.) outer upper garment during day and a retro-reflective upper garment at night (i.e. vest) during the night. Outer upper garment must be clearly visible and not covered by backpack or other obstructions. Operators must ensure that their passengers also comply with these PPEC requirements. Civilian personnel must wear the same PPEC specified for Soldiers when operating or riding a motorcycle on Army installations.

c. Rear view mirrors must be mounted on handle bars or fairing, and headlights must be turned on at all times.

d. Commanders and investigators should consider failure of meeting these requirements when making line of duty determinations.

e. Leaders must keep track of their Soldiers who ride motorcycles to ensure they are complying with the requirements above. Motorcycle operators will complete a III Corps Motorcycle Operator's Contract. The First Sergeant and Company Commander will also sign the contract after a face-to-face counseling with the Soldier.

f. Gate checkpoint personnel/guards must enforce motorcycle PPEC usage.

9. Privately Owned Vehicle and Motorcycle – Undesirable Behavior. Commanders have a number of options available to correct undesirable behavior when encountering poor and high risk drivers. The options include adverse administrative actions such as retraining, chapter discharge actions, line of duty-no determination, and court martial. When faced with a credible report of inappropriate driving, commanders must act immediately to hold Soldiers accountable. Ignoring undesirable behavior condones it and establishes new, lower standards. Commanders and leaders need to act before it's too late to take appropriate actions.

10. Accident Reporting. Accurate accident investigation and timely reports allow leaders to better focus on problems and the right solutions. The Safety Office will publish lessons learned from on- and off-duty accidents in Red and Yellow Hash safety alert memos. Commanders will ensure that safety memo contents are briefed to their entire formations and placed on unit bulletin boards. Additionally accident reporting requirements:

a. All fatal accidents will be reported through the chain of command to the FORSCOM Commanding General. An initial report will be made within 24 hours of a fatal accident. The report will include a short descriptive summary, Soldier's complete unit address, duty status, completion of ARMIS (off duty), use of PPEC, causative factors, and date company commander completed the CSC. A follow-up report will be made within 72 hours.

b. Division Commanders will call directly to the FORSCOM Commander and provide as much information as known on all motorcycle and All Terrain Vehicle (ATV) accidents that result in a lost time injury or greater. Required information includes the Soldier's duty status, motorcycle safety training, causal factors, safety equipment, and how long the Soldier owned/operated the vehicle. Non-divisional Separate Brigade

Commanders will inform the III Corps Deputy Commanding General of all motorcycle and ATV accidents within 12 hours of the incident.

c. Brigade Command Sergeants Major will conduct Fatality Review Boards for all fatal accidents. The board will identify fact-based lessons learned, formulate preventive measures to mitigate risk and to enforce established safety standards. The III Corps CSM will attend all Fatality Review Boards. As a minimum, briefing slides will be forwarded to the III Corps CSM and appropriate Division CSM.

11. Awards. Augment the Army Safety Awards Program (AR 672-74, Army Accident Prevention Awards Program) with recognition at all levels for individuals and units for outstanding accident prevention efforts and acts.

III Corps Commander's Aviation Accident Prevention Program

1. This enclosure applies to aviation units and to transient aircrews conducting operations under the control of III Corps.
2. The safety and security of our aviation assets are among our top priorities. It requires leadership involvement at all levels to ensure that these provisions are met. Leaders at every level must continually review training standards, flight rules, and crew coordination efforts.
3. Our aviation missions involve operations that are challenging, and at times hazardous; therefore, leaders must be continuously vigilant to abate potential hazards. Aviation accident prevention requires detailed planning, command supervision, and personal pride.
4. To foster a robust command involvement, aviation issues will be discussed during the Command Safety Council [see paragraph 2a)2)]. Aviation attendees will include all major subordinate commanders who have aircraft in their commands, their Command Sergeants Major, and selected staff involved in aviation safety, operations, and standardization. Major subordinate commanders will also bring their subordinate aviation commanders to the council meetings. Non-III Corps aviation commanders who periodically conduct aircraft training under control of III Corps are also invited.
5. Positive command emphasis on accident prevention must be unrelenting. Commanders no lower than company, troop, or detachment levels, will approve all aviation ground and air operations and/or any subsequent changes, including all aircraft main engine starts. The unit commander's approval of a daily or weekly flight schedule meets this requirement. The unit command must approve any changes or additions by telephonic or other means.
6. Commanders will ensure an aggressive composite risk management program is in place and a thorough hazard analysis is accomplished for every aviation operation. Each identified risk will be reviewed and managed at the appropriate level.
7. Mission briefings must be accomplished for all aviation flight operations. Only pilots-in-command may serve as briefing officers. Commanders in the grade of O-5 and higher will select briefing officers based on their aviation experience. Selection will be in writing and limited to personnel qualified and current in the mission profiles they are to brief, and possessing the ability to quickly assess and apply risk mitigation techniques for the mission and aircrew. Once the briefing officer and the crew have mitigated the risk to the lowest level, the mission approval will be delegated to the appropriate approval authority, IAW unit SOP. Mission briefings may be accomplished by various means (i.e., in person, telephonic) provided all key elements are understood and recorded IAW AR 95-1. A risk assessment worksheet will be completed and maintained with the mission briefing form.

8. The Army Aviation community is a leader in the development of maintenance and training standards. Commanders at all levels will ensure that maintenance and training are accomplished in prescribed standards.